

Supervision

Meets/Exceeds Expectations

Sets clear guidelines and expectations for immediate subordinates
Provides the appropriate amount of structure, direction, and feedback
Confronts problem situations head-on
Uses a direct yet caring approach
Clearly communicates roles and job expectations
Regularly meets one-on-one with staff to show interest in their progress
Outlines action steps and deadlines necessary to reach goals
Commits individual action plans to paper
Regularly measures progress
Ensures that deliverables are achieved
Maintains ongoing and open communication with subordinates
Practices MBWA-Management by Walking Around
Holds regular weekly staff meetings
Readily assumes responsibility for errors
Encourages her staff to use the employee assistance program
Creates an environment where employees can motivate themselves
Practices a consensus-building rather than autocratic managerial style

Needs Improvement

Allows interpersonal conflict among subordinates to fester
Fails to establish realistic work demands
Rarely recognizes or appreciates exceptional performance
Does not proactively address poor staff performance
Fails to address situations before they become major conflicts
Works behind closed doors too often
Is reluctant to provide coaching to direct reports
Appears inaccessible
Allows staff members work long hours of unscheduled overtime
Knows little of what's going on outside his office
Fails to follow up on subordinates' projects
Adheres to a "My Way or the Highway" supervisory style